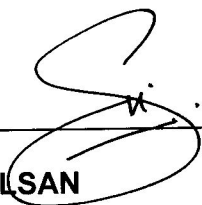


### **Decleration**

I, SRI VAHLSAN, (Matrik No. CGS 00014102), hereby declare that the project titled **Assessment Of The Training & Development Needs For The Royal Adelphi Seremban**, is my original work, except for the quotations and citations which have been duly acknowledged. I also declare that his project paper has not previously or concurrently submitted for any other Degree at University Terbuka Malaysia or other institutions.

  
SRI VAHLSAN

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Herewith I would like to submit my Project Paper titled. Assessing And Developing A Training & Development Plan For New Hotels. A study based on Royal Adelphi Seremban. I must say that this project had exposed me to many areas that were obsolete to me especially in the area of Training & Development.

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## **ABSTRACT**

Abstract of the project paper presented is a requirement for the Masters Of Management program with a specialization in Human Resources.

### **ASSESSING AND DEVELOPING TRAINING & DEVELOPMENT PLAN FOR NEW HOTELS. A STUDY BASED ON ROYAL ADELPHI SEREMBAN.**

By  
SRI VAHLSAN  
5<sup>th</sup>. May.2006

**SUPERVISOR: Associate Prof. Dr. Raduan Che Rose.**

Hotels being a part of the Hospitality Industry play a big part in the providing accommodation, food & beverage and other services to people. Ultimately unlike other industries, the Hotel Business is a very demanding industry as it is involved in satisfying people's most basic needs that is hunger and safe place to stay while they are away from their home. Service has always been the emphasis of any such organization; therefore *consistency* is always the main aim of the organization.

In achieving consistency, hotels have to ensure that their employees are well trained in their job role and continuously. In doing so, the organization will have to ensure that there is a systems flow in training and developing the employees. The study conducted is to determine how Hotels could use the information given to develop a systematic Training & Development plan by evaluating the effectiveness of the organizations objectives, interest in learning and personal commitment and fulfillment towards their jobs. The research sample consists of 3 management levels within the organization and the data collected via questionnaire and interviews.

The feedback and opinion from the Management Staffs are important in ensuring the implementation of the plan.

The data gathered and analyzed using Statistical Package for Social Science (SPSS). The technique of analysis that was carried out in this study were frequency, reliability, correlations, cross tabs and one way.

The results revealed that there is a significant positive correlation between Learning Organization and Work Fulfillment. It also indicates that the employees demographic is not dependent, meaning that if as the work forces are all adults it is important for them to know that the involvement in Training is a personal commitment and interest.

In conclusion, it can be said that a structured Training & Development Plan gives an impact on the organization as the consistency of service is assured. Further employees being developed for promotions etc. will be promoted based on a structured competency over a given period of time.



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## **CHAPTER 1: INTRODUCTION**

### **1.0 Introduction**

This chapter will briefly discuss on the overview of training and development as a background of the study. The training cycle will be evaluated and the emphasis will on the assessment of the training needs for the Royal Adelphi Seremban.

### **1.1 Training An Overview**

Training provides a means by which an operation can develop a competent workforce. It is not enough to hire experienced personnel, consistency in service and standards must be assured. New employees must be taught of what is expected of them, experienced employees must be taught the standards of the organization, and everyone must be updated as changes occurring in the organization. The selection, training and development must be seen as an ongoing process in the organization.

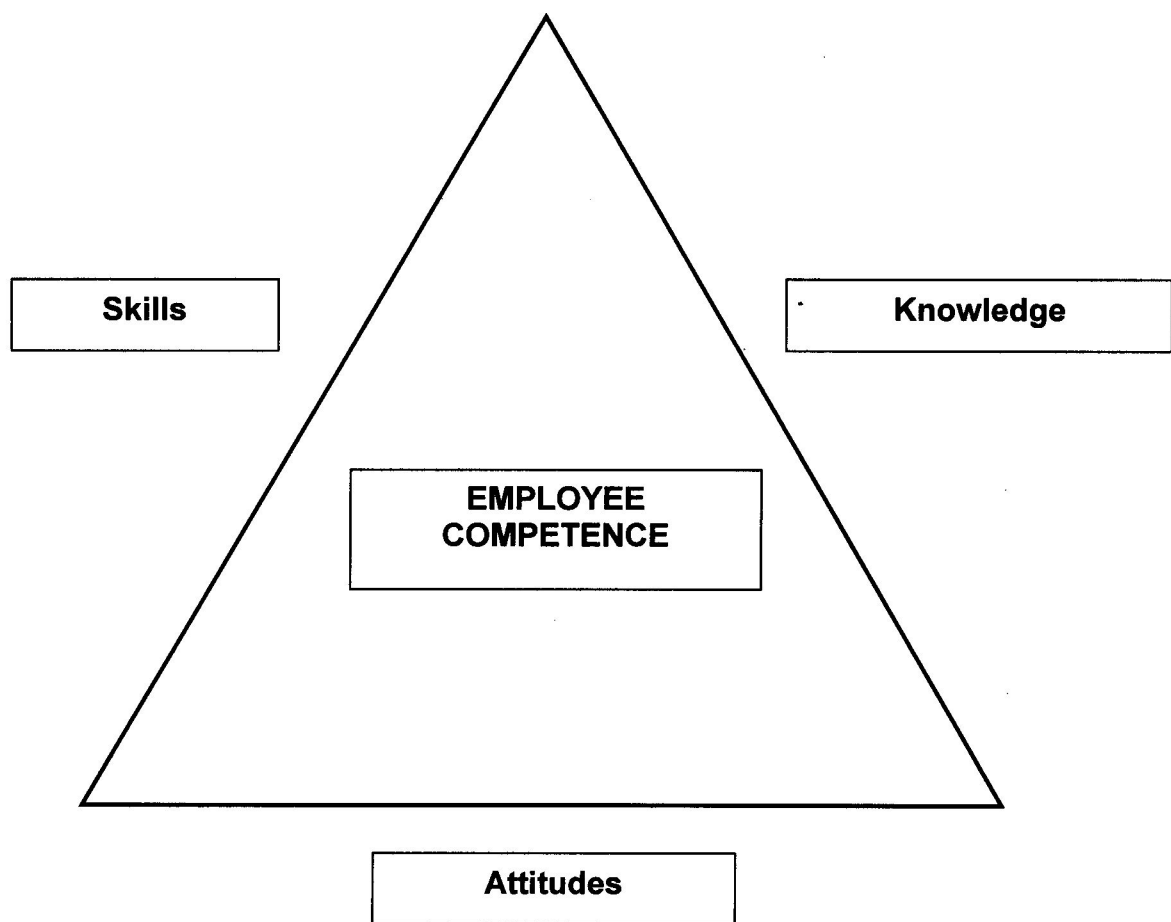
The importance of managing people to their full potential cannot be overemphasized, especially in the hospitality industry. By its very nature, hospitality is a people industry and thereby labor- intensive.

To control labor costs, productivity must be achieved without sacrificing hospitality and personal service. This is why training is an essential activity in a successful hospitality operation.

In defining training, Forrest, Lewis C. (1989) says *training can be defined as the process by which a learner acquires and develops knowledge, skills, and attitudes that lead to changes in behavior in line with established performance goals.*

**Exhibit 1: DIMENSION OF EMPLOYEE COMPETENCE**

*By Forrest, Lewis C. (1989)*



Whereby,

**(a) Skills**

The technical ability to perform a job function. For instance, one of the main duties of a waiter will be to take orders and skills training will assist him in doing so.

**(b) Knowledge**

The understanding of the job function by the employee when performing a job task. For instance, when a waiter is taking an order he will need to have sufficient knowledge about the menu.

**© Attitude**

Having the right attitude at the work place when performing a job function is also important. In the event the employee is unable to portray the right attitude, the image of the organization will be affected.

Above we have seen the components of the training functions and the 3 key areas that contribute to an employee's competence in his work place. In all categories, attitude forms the basis of employee development. As training is a component of Human Resources, it is important the Human Resource recruit the correct person for the appropriate job. Only by having the right person (good attitude) the employee can be trained to perform their job in accordance to the organization's goals.

## **1.2 The Royal Adelphi Seremban**

The Royal Adelphi Seremban was established in November 2000. Since, The Hilton International chain was initially managing it, it was known as Hilton Seremban. Comparatively for a hotel in this vicinity, the Hilton Seremban had equipped itself with state of the art facilities and this could be compared with other hotels in Kuala Lumpur. Owned by Azrahi Hotel Sdn.Bhd., the hotel was a flag ship hotel in Seremban and was popular among the locals here. Many of those who were employed were familiar with the owners of the hotel.

In July 2003, the owners decided to terminate the management contract and decided to operate the hotel by themselves under the brand name of Royal Adelphi Seremban. During a meeting with the owners, they had cited their intention to acquire other existing properties and manage them under the same brand name. With this in mind, it was essential that the management team develop a comprehensive operating manual to assist them in operating their current hotel as well as the other new properties.

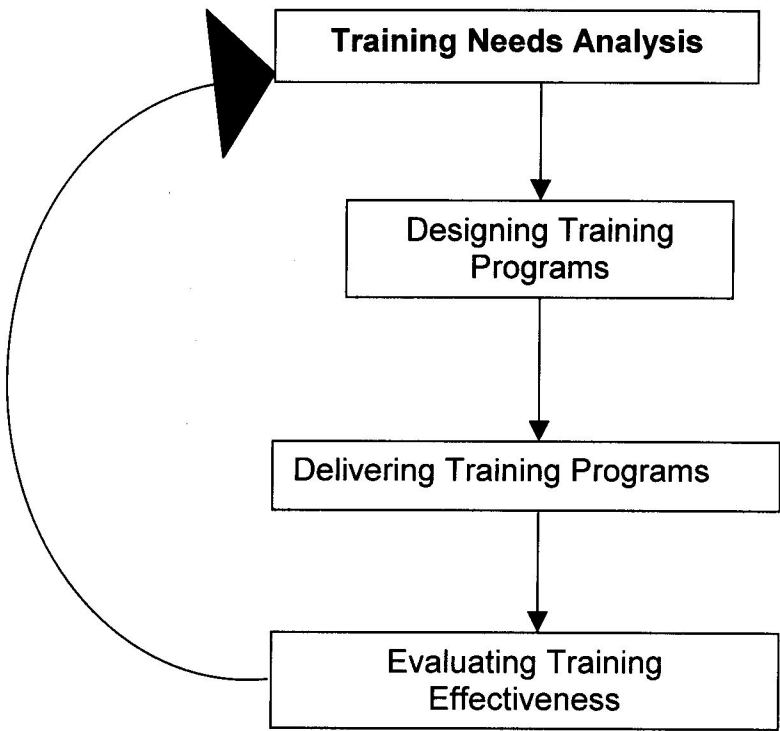
In any new organization especially new hotels, it is important that they develop an operating manual. In a competitive market where everyone wants to be ahead of the game, hotels usually try to create a different image to



differentiate themselves from their competitors. As for the Royal Adelphi Seremban, the scenario would be the same and since being new in the market it is very competitive for them to do so. Therefore for this purpose, we shall focus our attention on the topic of the chapter and develop a training program for Royal Adelphi Seremban in order for them to use it as a basis for developing and improving their current operations and set standards for their future organizations.

In order for the training program to be effective, it is important that a systematic approach be applied for the development of the training. Assessing the needs of the organization will be the preliminary step, as this would assist us in knowing the direction of the training as it commences and the areas that need to be strengthen. Once this is determined, than the development of the training structure would be much more relevant, together with the programs that are essential to the development of the workforce.

**Exhibit 2: SYSTEMATIC TRAINING CYCLE.**



### 1.3 Training And Needs Analysis

As we had discussed about training earlier, training encompasses an organization's requirements of its manpower for both the long and short-term. The effectiveness of the whole system could only be seen at the end that is if the organization is moving towards achieving its goals. As explained in the definition, training basically looks at aligning the organizations manpower towards its goals (short and long-term).

As defined by Rouda & Kusy Jr. (1995), *a needs assessment is Hasystematic exploration of the way things are and the way it should be. These things are usually associated with organizational or individual performance.* In looking at the definition, the organization will have to outline the purpose of the analysis as well. The objective of the needs analysis can be looked at from many different angles and this would depend on the needs of the organization. As such some of these questions may arise;

- What learning will be accomplished?
- What changes in behavior and performance are expected?
- Will we get them?
- What are the expected economic costs and benefits of any projected solutions?

## **1.4 Research Objective.**

### **1.4.1 General Objective**

There are 2 general objective of this research;

- First is to conduct needs analysis for the Royal Adelphi Seremban, of which would assist them to know their current and future needs. The needs analysis is also aimed at assisting the organization to measure itself against the actual and expected standards.
- The second objective would be to develop the training structure that would be beneficial for employees at all levels.
- 

### **1.4.2 Specific Objective**

- (a) To conduct a needs analysis to know the current and future direction of the organization.
  - Employees within the organization are given importance in being hdeveloped to work toward the organization's goals.

### 1.4.3 Significance of the study

The study intends to find out how far training contributes towards organizational performance and success. Employees in any organization are perceived as long-term assets, hence it is important that they are developed to their fullest potential. For an organization that is still at the infancy stage it is important to emphasize the organization's goals, vision and mission. Therefore developing a training program that would drive the organization from where it is now to where it wants to be is important. The key issues pertaining to employee competency is to focus on the ability of the employees to perform their duties to the expectations of established standards and drive the organization to where the owners would like it to be.

Further, the research findings can help determine the training practices that are practical for adopting within the organization. Ultimately the aim is to achieve consistency of service, throughout the organization, including all future properties. Once the system is in place, further innovations in training can be looked into, for example multi-skilling, buddy systems etc.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.0 Introduction**

This chapter begins by looking at the purpose of the needs analysis. The needs analysis will look at the step by step assessment of the overall organization. In addition to this, needs assessment also takes a look at conducting it for the different levels within the organization.

Brown (2002) states in his article that, “Training needs assessment is an on going process of gathering data to determine what training needs exist so that training can be developed to help the organization accomplish its objectives”. Conducting needs assessment is fundamental to the success of a training program. Often, organizations will develop and implement training program without conducting a needs analysis. These organizations run the risk of overloading training, doing too little training, or missing the point completely. Described by Geof Huth, 2003 ‘A needs assessment is a detailed report that analyzes a records-related problem and determines the best solution to that problem. A needs assessment should not assume that the technology a government wants is necessarily what it needs.’

## 2.1 Preparing For The Needs Analysis

Yamashita (2004) views that, "assessing training need is one of the most significant parts of developing training manual". Further he also argued that many Training Managers in organizations lack the understanding in conducting a needs analysis and as a result they fail to analyze and understand the findings of the analysis. Nilson (1991) has outlined 8 points that provides a framework for success, while managers are still in the 'thinking about it' stage of needs assessment;

*(a) Define your objective;* Are you intending for example, to identify individual employees, define problems with work process, pinpoint system confusion, find supportive data to measure training's impact, justify budget expenditures, quantify productivity, analyze specific intellectual or physical skills? Be sure that you and your staff are very clear about the objectives of the needs assessment.

*(b) Estimate resources expenditure during needs assessment;* Estimate how much time will be taken up by persons and those answering questions, estimate time spent in meetings, creating questionnaires or other instruments, analyzing results, preparing documentations, giving feedback. Before you begin, know what your commitment of time and money will be. Scale your needs

assessment to the size of the commitment you are able to make. Identify staff who will do the various needs assessment tasks.

*c) Identify a measurement and evaluation specialist who can advise you.* This person should be able to help you design your data-gathering instruments and show you ways of documenting and presenting needs assessment results.

*(c) Anticipate the benefits of needs assessment in terms of positive energy for change.* Be prepared to suggest new directions in program development, new avenues for communication, and new possibilities for personnel growth. Be ready when employees come to you with enthusiastic ideas related to the needs assessment.

*(d) Identify which employee groups should receive and give feedback;* be sure to include all those who will be touched by the results of needs assessment. Plan your company politicking strategy before you begin to design your needs assessment.

*(e) Use a variety of data-gathering methods, so that you get good numbers and honest opinions.* Surround the performance issues with as much variety as possible in order to elicit responses from a variety of employees.



(f) *Start well in advance.* As soon as you hear mumblings of a request for training, begin thinking about time up front for needs assessment.

(g) *Be careful of your language;* Don't use the term 'needs assessment' if you believe that it will conjure up images of big spending. Be creative- use other words, such as 'design specs', 'up front effort', 'research' etc.

## **2.2 The levels of an organizations needs.**

As mentioned by Reid & Barrington (1994), has suggested that training needs can exist in 3 levels;

### *(a) At The Organizational Level;*

As explained by Glenn Mead,1998 'At this level, training needs analysis is pitched at the big picture, dealing with the overall performance and existence of the institution as an entity within its environment or market.'

There was a general weakness in the way the organization had perceived its priorities and the prescribed remedy would require modification of the organization culture. In the case of the Royal Adelphi Seremban, since the hotel is still new and has completed its rebranding process the organization's culture is still being strengthened. So at the end of the research, the results can be used to evaluate if the cultural aspect of the organization is in line with the goals.

*(b) At the job or occupational level;*

There was recognition that certain groups of employees needed to improve performance; most, if not all, jobs had to be redefined in terms of competences required to meet new standards. As mentioned by Glenn Mead, 1998 ' At this stage, the discipline focuses on specific areas such as to identify what skills shortages can be addressed through training and which areas require the recruitment of staffs in order for the organization to meet its obligations'. At the management level, the needs assessment attempts to identify the variety of managers needs that potentially can be satisfied through training (Abdelgdir, 2001). Royal Adelphi's standards differ from the Hilton, and therefore it is important that the employees are made aware of the current standards by educating them on the standard operating procedures (SOP) of each department.

*(c) At the individual employee level;*

The present competencies (skills, knowledge and attitude) of each number of staff concerned had to be assessed against the higher standards now needed to carry out their work satisfactorily, and shortfall remedied through training. Glenn Mead, 1998 explains that if the knowledge of the individual does not meet the established goal, than a formal training session may provide the desired solution. Here an overall evaluation pertaining to the strengths and weaknesses of the manpower needs to be assessed at The

Royal Adelphi Seremban. Storey (1989a, 1989b) suggests that competency based approach to employee development has gained in popularity and 'work on refining competency profiles is currently at the cutting edge of activities'. The recruitment process would need to be evaluated, as this would determine the types of staffs recruited and their ability to achieve the established goals of the organization. The needs of all these levels may contradict, for example, when the Hilton was managing this property the standards that they had established were too high, as they had benchmarked against hotels in Kuala Lumpur. The type of manpower within this vicinity was not looked at and the type of training provided was also too advanced for the local employees.

This resulted in the training being not effective. Hence, The Royal Adelphi's management has to look at these factors so as trainings can be designed to accommodate the local manpower needs. The goals of the organization has to be aligned with the current competency which in turn should be developed over a long term plan. Boyatzis (1982) defines job competency as 'an underlying characteristic of a person which results in effective and/or superior performance in job.

Ruggieri (2000) has provided additional information in preliminary information gathers;

*(a) Meet with management;*

Since most managers are involved with the planning of projects and the future of the company, they know what will be needed, they should be able to communicate where their employee's current abilities lie and what is needed to get them to the next level for new projects. As mentioned by Sissons & Storey, 1993 'The one thing that organizations ignore at their peril, however difficult it is, is to seek some definition of what they expect manager's to do'.

Another quote by Dr.P.Drucker (1955), 'Manager Development must embrace all, managers in the organization. It must aim to challenging all to growth and self development. It must focus on performance rather than on promise, and on tomorrow's requirements rather than those of today'.